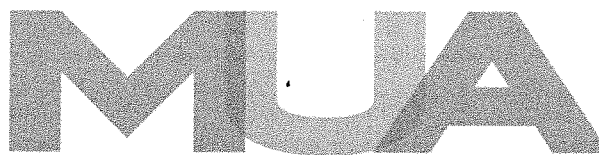


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/ BACHELOR OF
COMMERCE

BML 110/BCM 321:

PROJECT PLANNING AND MANAGEMENT

DATE:

16TH DECEMBER 2016

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

THE BACK TO SCHOOL CRUNCH AT GLOBAL GREEN BOOKS PUBLISHING

Global Green Books Publishing is a successful printing and publishing company. Just two years old, it has taken on a great new customer, a local college that needs customized eBooks. To deal with this new customer, they have hired several new part time employees to help them with their publishing business, some of them students at the college with flexible hours. As the new school year drew closer, the orders started coming in. They had been told how many different printing jobs the college would need, but they weren't all arriving at once, and orders were quite unpredictable in arriving from the professors at the college. Some professors needed rush orders for their classes. When Global Green Books finally got the orders, some of these jobs were much larger than they had thought they would be.

Printing these orders turned out to be very challenging. Not all of the new student hires were trained for all of the printing and binding equipment used to print and assemble to books. Some of them often made mistakes, some workers called off from work due to other demands, and there were often not enough people available to get all the work done before deadlines. Quality was a serious issue, as they had to provide quality texts—if there were quality problems with the printed product, they would have to spend time and money to fixing defects in their products. Deliveries started slipping past their requested dates and times. Global Green Books was unable to deliver eBooks to their customers on schedule.

The local university was unhappy as their eBook products reached campus late for use by professors and student. In some cases, the books were a week or two late. Samantha had been hired as a project management assistant. In her new role as a project manager, one of the processes she was trying to institute was risk management. She started looking at what was happening in the business, talking about it with the owners and employees, and heard about the college's unhappiness. As she did this, she started identifying risks and potential

risks. As she went along, she started doing more proactive risk analysis and risk response planning, and as she did surprises and issues were reduced. By talking with stakeholders and addressing their concerns, communication with stakeholders was also enhanced.

Required:

- a) What risks can you identify? Why are they a risk to Global Green Books Publishing? (6 Marks)
- b) What kind of impacts does each of your identified risks have? (4 Marks)
- c) As a project manager what would you advise Global Green Books are their three most critical risks? (3 Marks)
- d) Explain six benefits of monitoring and evaluating projects. (12Marks)

QUESTION TWO

- (i) Explain the three elements of time, cost and scope in relation real project of your choice. (10marks)
- (ii) Discuss the importance of three aspects of project Feasibility study. (5 marks)

QUESTION THREE

- (i) Explain the significance of project scheduling tools and techniques in the Management of Projects (6marks)
- (ii) Discuss three Project scheduling tools and techniques (9 marks)

QUESTION FOUR

Project Managers must observe certain aspects in line with the provisions of the Constitution in relation to the Environment. Discuss the following in relation to Project Management

- (a) Air quality (5marks)
- (b) Waste management (5marks)
- (c) Water (5marks)

QUESTION FIVE

- (i) Simply explain what constitutes a Log-frame Matrix (2marks)
- (ii) Clearly outline the procedure for constructing a Log frame Matrix (8marks)
- (iii) Explain its relevance to project planning and execution. (5marks)

QUESTION SIX

- i. Assess **three** importances of analyzing proposed projects before planning and implementing then? (3 Marks)
- ii. For the project information on activity durations is provided as follows:

Activity	Immediate Predecessor	Time(months)
A	-	4
B	-	6
C	A	2
D	A	6
E	B,C	3
F	B,C	3
G	D,E	5

- a) Find the critical path for the above project network. (4 Marks)
- b) The project must be completed in 1 year; explain **four** difficulties would the project team anticipate in meeting the deadline? (8Marks)